

in the establishment of what is now the Mills Home at Thomasville.

The work of Dr. Dixon, commencing in 1884, was of a constructive type and his Board of Directors, with the Grand Master, as ex-officio Chairman of all Boards from the beginning, consisted of Fab Busbee, Grand Master and President of the Board, A. H. A. Williams, Secretary, Thomas S. Kenan, C. T. Bailey, J. S. Carr, T. A. Green.

Dr. Dixon, in his report of 1885, builds upon the foundation formed by Mr. Mills. This statement occurs: "At least four religious denominations shall be represented among the officers of the Asylum and the representatives of all religious creeds and all political parties shall be treated alike."

The By-Laws of that year outlined the duties of the Board of Directors and the Superintendent, stating that "the Superintendent shall be a married man, have board and lodging for himself in the Asylum free of charge and receive a salary of \$1200.00 a year. He shall keep two books—a book of receipts and a book of disbursements. He shall make regular reports to the Directors at their meetings and be executive head of the Asylum."

The number of children in the Asylum in 1885 was 175. Other names appearing on the Board of Directors besides the Grand Master's, through the years, were C. T. Bailey, J. M. Currin, G. Rosenthal, N. B. Broughton, J. W. Cotten and B. S. Royster. In 1893 the State of North Carolina appointed three members to the Board of Directors,—B. N. Duke of Durham, J. M. Ramsey, of Seaboard, and Fielding Knott, of Oxford. Succeeding Mr. Knott, three years later, was Mr. C. W. Toms, of Durham, and succeeding Mr. Ramsey was E. F. Lovill, of Watauga County, and upon the resignation of Mr. B. N. Duke, Dr. Dred Peacock was selected.

A local Advisory Board of three Granville County Masons was created in 1889. The first members were John W. Hays, N. A. Gregory, and J. M. Currin. This Board is today composed of B. W. Parham, A. H. Powell, and J. M. Baird.

Dr. Dixon, during his administration, was able to enlarge the orphanage by the erection of what is now the Walker Building, the gift of Mrs. Letitia Morehead Walker, in memory of her son, John Morehead Walker. This building was used as a residence by the Superintendent until 1904 when it was converted into a hospital. Several acres of land were bought in 1884 from R. O. Gregory and L. C. Taylor. During these days the industrial departments of the Orphanage were greatly increased as Dr. Dixon was quite enthusiastic along this line. In 1886 and 1887 the Shoe Shop, Printing Office, etc., were added and buildings arranged for these purposes. Tribute is paid, not only to Dr. Dixon, but his wife, who, with him, worked out the policies of the orphanage and contributed much to its progressive policy during those days. The number of children, during his administration, went as high as 264. Brother Dixon resigned in 1890 and Rev. J. T. Harris, of Durham, was elected in his place.

Hardly had Brother Harris entered on his work, when in November of that same year, he died. Dr. Dixon managed the affairs of the institution until a successor could be appointed.

In January, 1891, Dr. W. S. Black, of Raleigh, was made Superintendent. During his administration the orphanage also underwent many changes and, likewise, Mrs. Black, known as "Aunt Mary", was a fine spirit within the life of the home. The age of reception and discharge of children was changed, making the dates six to eighteen. At this time Mr. A. H. A. Williams, of Oxford, was Treasurer and was succeeded by Mr. G. Rosenthal, in 1892. During Dr. Black's administration the industrial features of the orphanage were carried forward and enlarged. In 1894, a few months after the death of his wife, Dr. Black gave up the work, returning to the ministry of the Methodist Church.

He was succeeded by Mr. N. M. Lawrence, of Tarboro, and early in his administration the institution was incorporated as "The Oxford, North Carolina, Orphan Asylum". The work by this time was well established and orphanage activities in the state had grown to where the Baptists, Presbyterians, Episcopalians and Methodists had institutions doing a similar work. One of the outstanding pieces of work done by Mr. Lawrence was the change from the old congregate system of the orphanage to the separate building or cottage system. It is seen readily that during these days the orphanage was willing to be actually making adjustments in its plans of work in keeping with the advancing ideas of the day in regard to child-care. At this time Brother Lawrence and others were able to interest Mr. B. N. Duke in the affairs of the orphanage to a greater extent than ever and he offered to contribute half of the funds required for such buildings as were needed and planned by Mr. Lawrence. As a result, four cottages for boys and a central dining room building was started, and a little later four cottages for girls were completed,—the first in 1897, the last in 1899. Thus the gift of Mr. Duke, coming at the time when it did, guaranteed, for the Oxford Orphanage increased possibility and evidenced its effectiveness and permanency. This act on his part showed that men of large means had become interested and, as the other institutions of similar kind over the state were wondering as to their future, the stability accorded the Oxford Orphanage gave impetus and encouragement to similar institutions as well as our own. Other gifts, through the years, have been made and the list of those contributing either as memorials, through their wills, or in donations, is long and appreciated.

Mr. Lawrence retired from the management of the orphanage July, 1898, and was succeeded by Col. W. J. Hicks, of Raleigh. During his administration the work of the orphanage school was greatly emphasized and improved. The business organization of the orphanage was reorganized and improved. The buildings commenced under Mr. Lawrence were finished and occupied. Buildings for laundry, sewing, printing office and shoe shop and wood working departments were completed. An office or administration building was erected. Deep wells were bored. These, along with many smaller improvements, greatly added to the efficiency and possibilities of the orphanage for a higher grade of work. Each Superintendent, during his administration, was able to lead the orphanage into making necessary improvements and reorganize wherever necessary for more ef-